



## **Organizational Conflict, Power and Politics**

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Julieta Dávila  
Samuel Hernández  
Vicente Peralta

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# Organizational Conflict

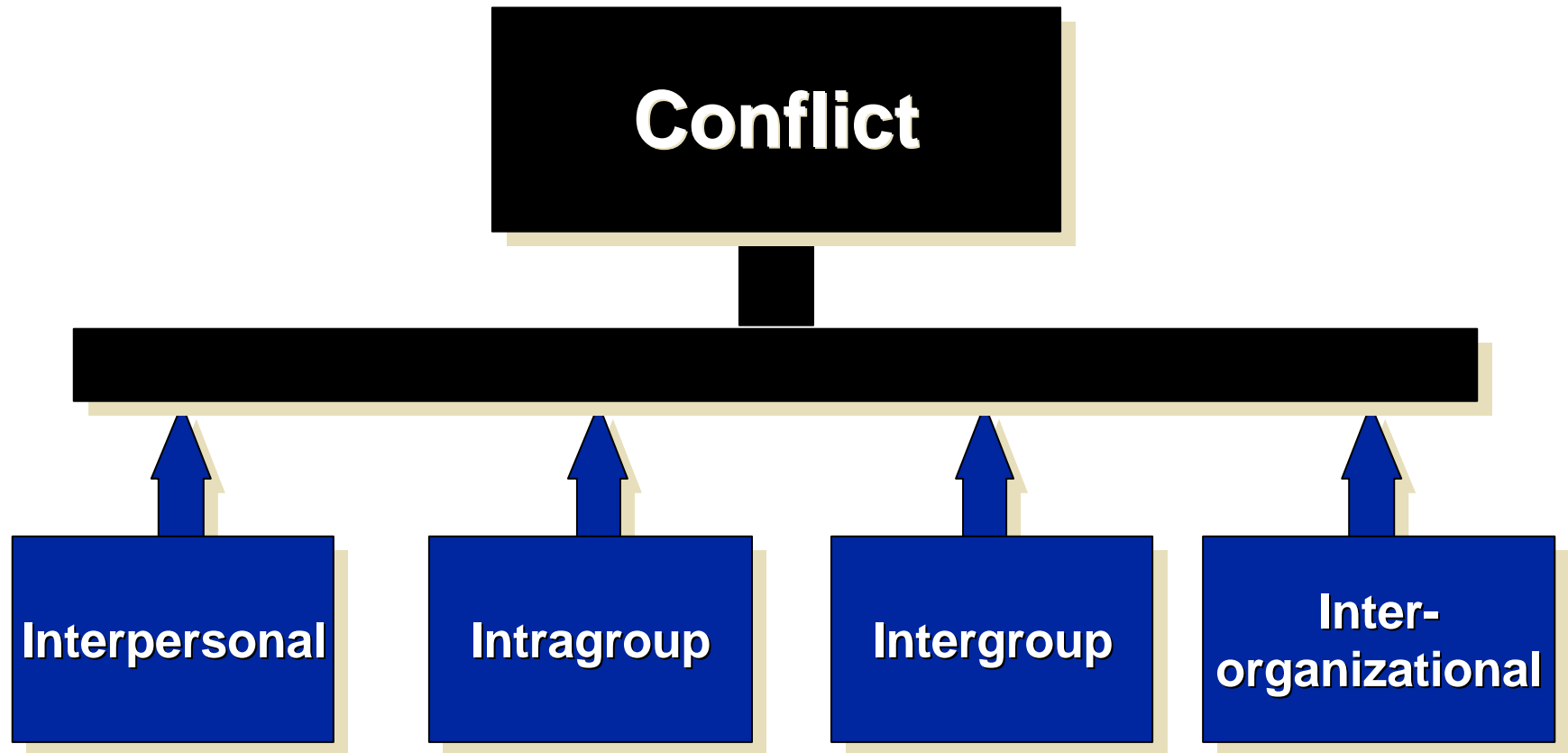
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## ■ Organizational Conflict

- The discord that arises when goals, interests or values of different individuals or groups are incompatible and those people block or thwart each other's efforts to achieve their objectives.
- Conflict is inevitable given the wide range of goals for the different stakeholder in the organization.
  - Lack of conflict signals that management emphasizes conformity and stifles innovation.
  - Conflict is good for organizational performance although excessive conflict causes managers to spend too much time achieving their own ends.

# Types of Conflict

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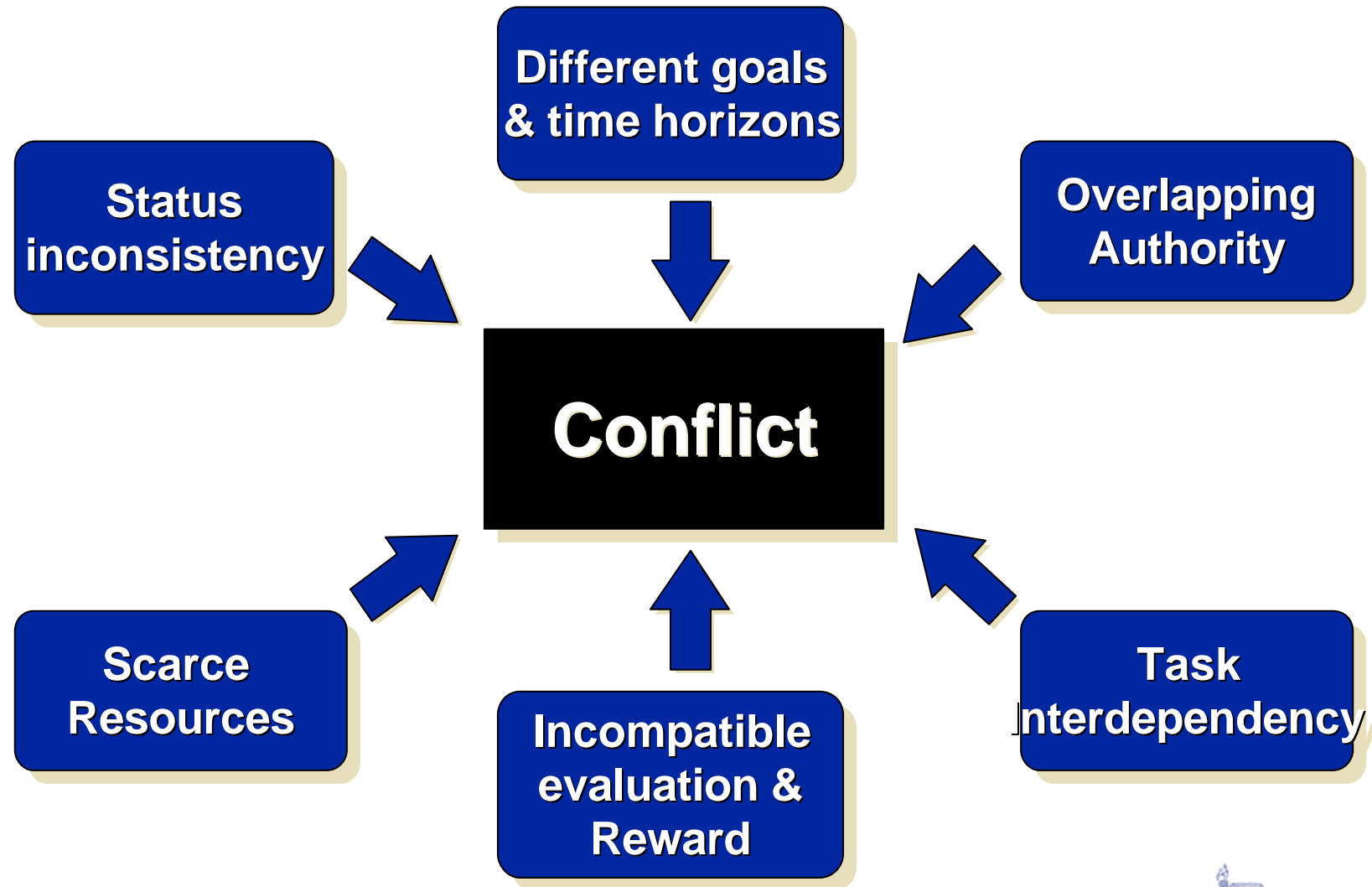
# Organizational Conflict

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- Organizational Conflicts arise due to:
  - Changes in technology
  - Organizational re-structuring
  - Global business demands
  - Competitive pressures
  
- Research across organizations reveals that leaders are more apt to demonstrate hard business skills than soft skills.

# Sources of Conflict

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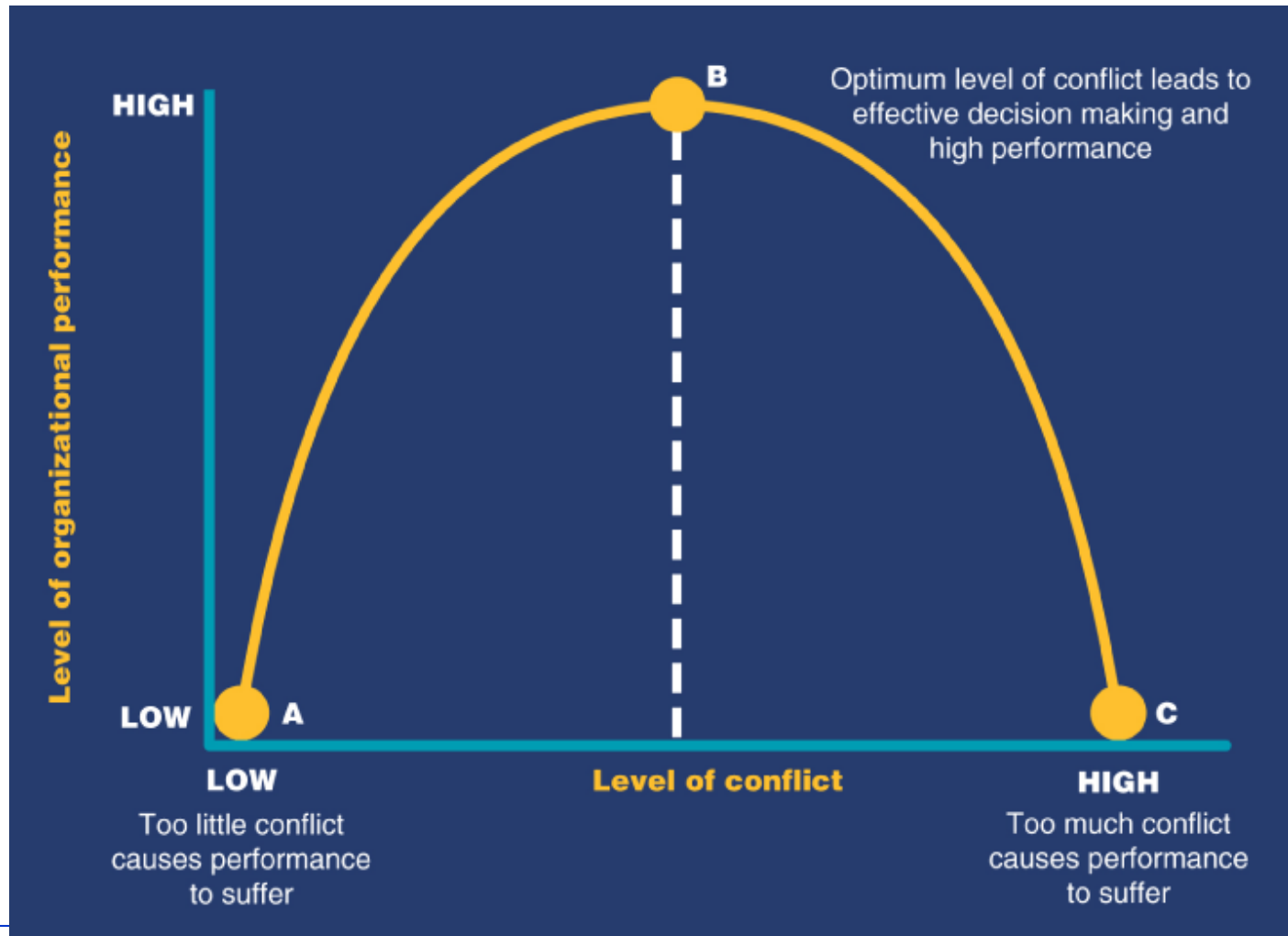


# Organizational Conflict

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- Personal Problems along the Company are in some cases due the confrontation between bosses and people, some answer to this differences are:
  - They don't believe that people can really develop
  - They feel they don't get paid to develop others
  - They believe they don't have the time for it
  - They think they don't know how to develop people
  - They think it is someone else's responsibility
- 20% of skills are learned from interaction with bosses
- While 20% doesn't seem like a significant influence, it still is the *SECOND most significant* influence!

## The Effect of Conflict on Organization Performance



# Conflict Management and Confronting Direct Reports

- First of all, we are paradoxical – we oftentimes savor conflict and confrontation, but do we do it when we should? And do we do it in the right way?
  - For example, we are not comfortable at handling face-to-face conflict but we are very good at shouting at the bad driver
  - We are not good at providing negative feedback to an employee but we will carry our view into another arena and be able to express it to others
- The reality is –
  - There is a deep discomfort (for most of us) with confrontation and conflict – being on both the giving and the receiving ends of it
  - Let's reframe these terms into the familiar term ***Feedback***

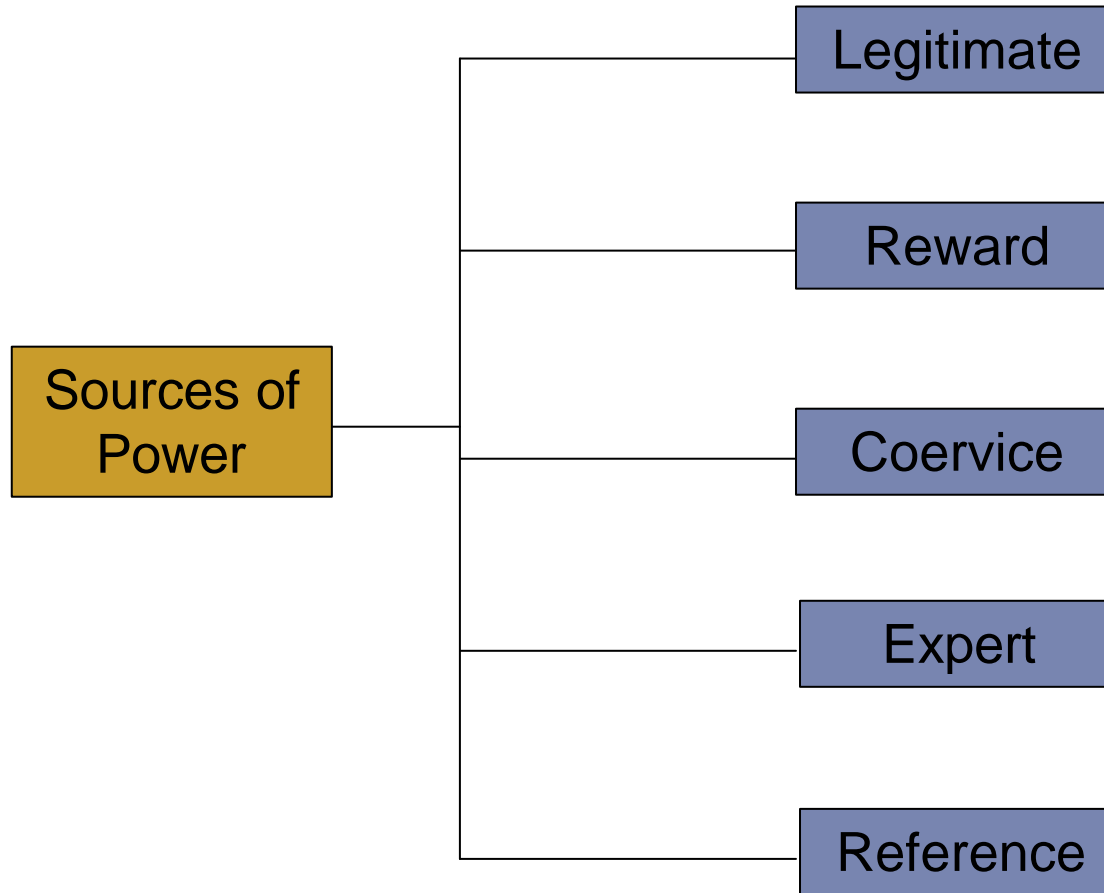
# Organizational Conflict

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- Organizational Conflicts should be solved by:
  - Finding better ways to manage differences
  - Improving the quality of major decisions by mastering effective group process
  - Improving employee morale, productivity and work quality by reducing friction that gets in the way of work
  - Help them live and work in a more efficient and harmonious manner and to utilize their time and resources more effectively

# Power and Politics

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# Source of Organizational Power

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## Strategies to increase Power

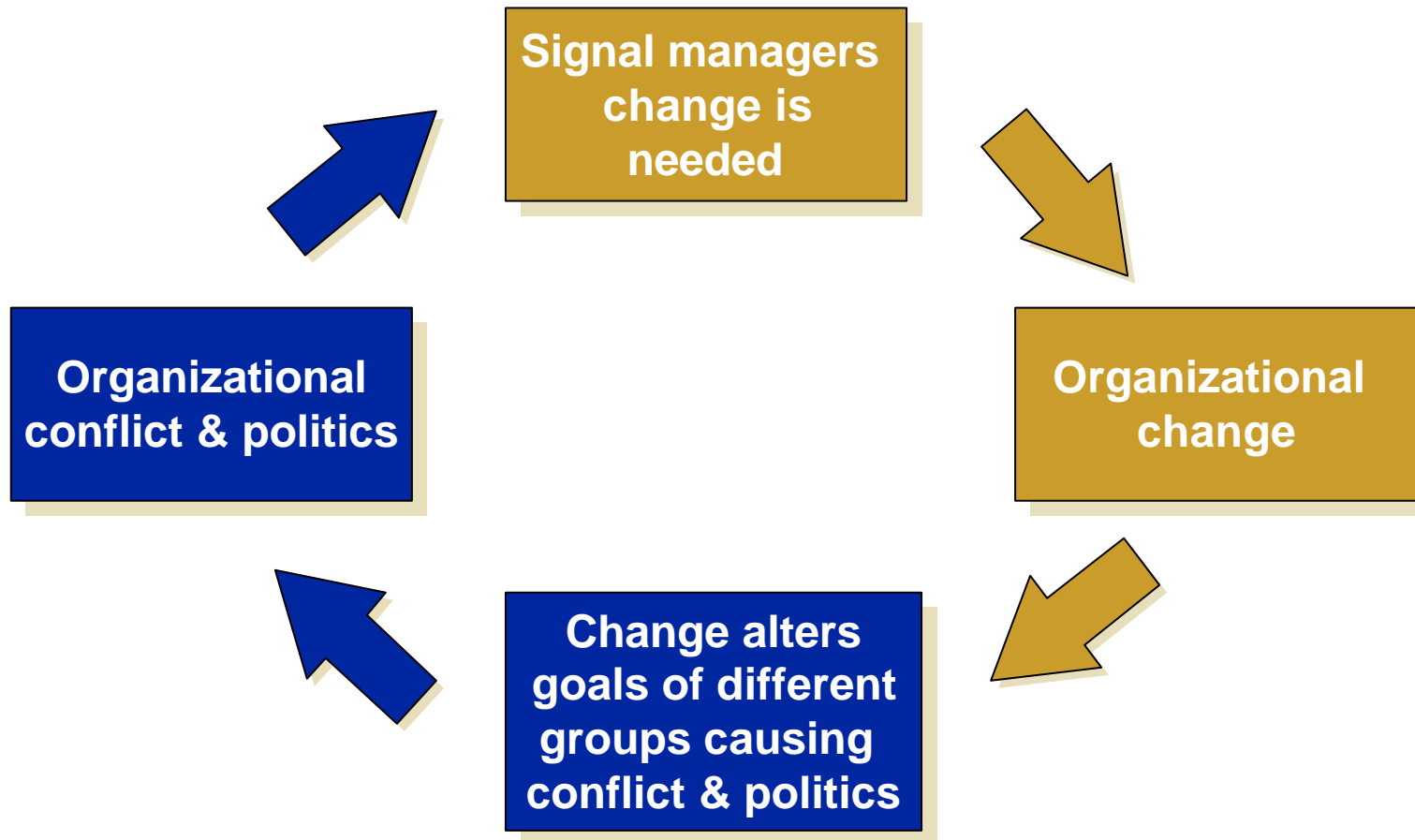
- **Control Uncertainty:** managers who can reduce uncertainty for the firm increase power.
- **Be Irreplaceable:** develop valuable special knowledge or skills.
- **Be in a Central Position:** managers have crucial control over the firm's activities. They increase their power and can influence others.
- **Generate Resources:** managers who can hire skilled people or find financing.
- **Build Alliances:** develop mutually beneficial relations with others inside and outside the organization.

# Strategies for Exercising Power

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- ***Rely on Objective Information:*** impartial information causes others to feel the manager's course of action is correct.
- ***Bring in an Outside Expert:*** lends credibility to manager's proposal (when the expert agrees).
- ***Control the Agenda:*** influence those issues included (and those dropped) from the decision process.
- ***Make Everyone a Winner:*** everyone whose support is needed benefits personally from providing that support.

# Relation between Conflict, Politics and Change

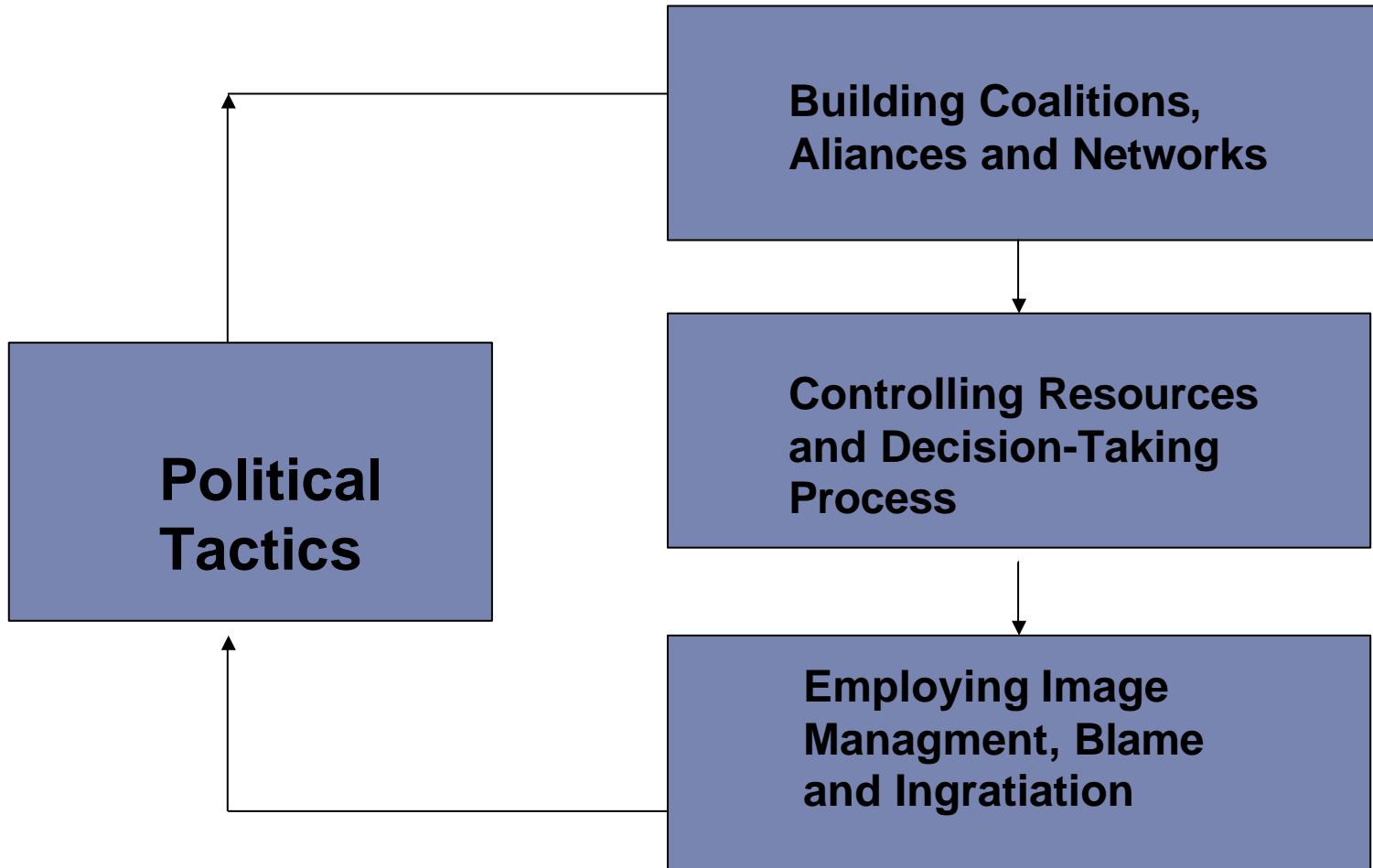


# What Encourage Politics?

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● **Organizational politics** are the activities managers engage in to increase their power and use it to achieve their goals.

- Uncertain resource allocation
- Coordination and integration
- Leadership changes



# Managing Political Behavior

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- Encourage
  - Relationships
  - Negotiation
  - Compromise
- Discourage
  - Negativity
  - Self Interest
  - Destructive Behavior